



**UPSTREAM  
MANAGEMENT  
SOLUTIONS**

## **GOING UPSTREAM NEWSLETTER**

**Issue #6 – October 2025**

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### **JORDAN'S THOUGHT FOR THE MONTH**

#### **From Siloed Thinking to Integrated Systems Thinking**

In the 1990s and early 2000s, traditional retail chains operated with extreme siloed thinking: the **procurement** team was optimized for the lowest unit cost from suppliers, the **logistics** team was optimized for filling trucks as densely as possible (often ignoring speed), and the **marketing team** was optimized for foot traffic. None of these departments were incentivized to solve for the end-to-end experience. This resulted in frequent negative outcomes, like a customer going to a store advertised item only to find it out of stock or ordering online only to wait weeks due to logistical cost-saving measures.

**Amazon**, by contrast, adopted a radical systems thinking approach, where the entire organization was structured to optimize one central feedback loop: the **Customer Experience (CX)**. Jeff Bezos built the company around reducing "frictions" across the whole system—from click to delivery. This meant that the inventory, warehousing, logistics, and even web design teams all had to collaborate to meet a single metric (fast, reliable delivery), even if it meant temporarily increasing costs in one silo (like building fulfillment centers closer to customers). By optimizing the entire system around the customer value chain, Amazon achieved a competitive advantage that siloed organizations could not match.

I've seen that when **regulators** grow in size and complexity, they can find themselves internally siloed by their different core regulatory functions, resulting in departments or units that don't communicate or share data, policy or operational issues, even though they have a common factor; the individual registrant or licence holder. Similarly, a regulatory can operate in an externally siloed mentality if it isn't strongly engaged with its external stakeholders and find itself out of touch or isolated.

To help regulators to prevent or fix these problems, I've created two unique courses for profession regulators: **Regulatory Service Design Improvements through User Experience** (customer centricity) and **From Stakeholder Management to Partner Collaboration**. (See section below for more information and how to register and learn these important systems-oriented skills).

## UPSTREAM ACADEMY'S OCTOBER RELEASE OF ON-DEMAND E-LEARNING COURSES

Last week, I launched our second batch of e-learning courses available on our website.



In our **Regulatory Policy Development** series;

**Stakeholder Consultation & Communication** (Intermediate level): Elements and processes for effective stakeholder consultations and communications for regulatory policy options

**Implementation Planning & Evaluation** (Intermediate level): Elements and processes for effective implementation planning and evaluation of policy changes

In our **User Experience** series, **Improving Regulatory Services and Processes through User Experience** (Intermediate level): Understanding User Experience/Human-Centered Design principles and practices (Empathize/Discover, Define, Ideate, Prototype, Test, & Deliver) and how to apply them for more effective and efficient Regulatory Service Design & Delivery

In our **Strategy** series, **Strategy Making, Planning & Adaptation for Regulators** (Intermediate level): How regulators can make strategy, develop strategic plans and make their organizations more adaptable and agile.

And in our **Stakeholder Engagement** series, **From Stakeholder Management to Partner Collaboration** (Advanced level): How to rethink and improve stakeholder engagements for better regulatory policy outcomes.

I'm really excited to be presenting these courses you won't find anywhere else, as they are customized for profession regulatory bodies. **Upstream Academy** courses are ideal for onboarding new staff and supporting "veterans" personal training and development, with content that is practical and customized for regulatory bodies. A certificate will be provided for completing each course. Basic courses are \$50, Intermediate level \$100, and Advanced level \$150 (HST included). To register, go to [www.upstreammanagesolutions.com/training](http://www.upstreammanagesolutions.com/training).

### November's course release will include:

- Introduction to "Right Touch Regulation" (basic)
- Extending "Right Touch Regulation" throughout your regulatory functions (intermediate)
- Policy Intelligence and planning (advanced)
- "Upstream" Problem Solving (advanced)
- Evaluating and Developing Strategic Plans (intermediate)

(With more topics to come in 2026....)

If you would prefer to have a learning experience for a **group of 3 or more**, using case studies, we can provide that onsite at your offices or remotely by Zoom. Please contact me for pricing and to discuss your training needs within your budget.

Interested in learning more or have an idea for a new training course? Give us a call (416-880-0353) or email [jordan@upstreammanagesolutions.com](mailto:jordan@upstreammanagesolutions.com).

### COMING THIS WINTER - **UPSTREAM** PODCASTS



In 2026, I'll be adding **regular podcasts** with interviews and discussions with Registrars, CEOs and staff who are creating or managing new regulatory initiatives or to discuss emerging topics and ideas. **I would love to host you on one of these podcasts, either through zoom or an in-person recording at your offices. Or alternatively, you can suggest a topic to discuss.** Send an email to

[Jordan@upstreammanagesolutions.com](mailto:jordan@upstreammanagesolutions.com) and let's talk.

### ABOUT UPSTREAM MANAGEMENT SOLUTIONS

We're a boutique management and training consultancy, offering our five pillars of consulting and training excellence, experience, and expertise for the public sector in the areas of:

**Policy Research, Development & Analysis**  
**User Experience/Human Centered Design**  
**Learning & Development**  
**Strategy/Strategic Planning, and**  
**Engaging Stakeholders & Partners**



We help broader public sector organizations to achieve their mandates by solving their toughest challenges by going "upstream" to the source, instead of focusing on symptoms. We provide reviews, environmental scans, analysis, advice, reports, and plans, as well as "in-house" and on-demand training for staff and volunteers. UMS specializes in advising and training:

- Federal, provincial and municipal governments
- Profession-regulating and other regulatory bodies
- Hospitals, universities and colleges
- Agencies and special purpose bodies
- Member associations, and
- Non-profit organizations.

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